STATE OF ALABAMA
DEPARTMENT OF EDUCATION— FY10 IT STRATEGIC PLAN WORKSHEET

IT MISSION

To provide information systems and technological support services to the State Department of Education's administrative functions and program areas.

IT VISION

To consistently meet and exceed stakeholder expectations for the design, development, and delivery of IT solutions.

VALUES

Customer focus
We exist to serve our Department's IT users

Commitment to excellence
We are committed to providing the highest quality support meeting the needs of our users

Professionalism
Each individual's behavior and competence must reflect our commitment to our users

Collaboration
We must actively work together and with our users to prioritize and meet the information needs of our Department

Innovation
We are dedicated to finding and using creative technological solutions meeting the needs of our users

STAKEHOLDERS
(Expectations)

Customers - service
- Education users
- District and school level users
- General Public, teachers

Expectations
- ➢ *Timely, accurate services*
- ➢ *Reliable, dependable, and secure systems and applications*
- ➢ *Maintain competence and expertise*
- ➢ *Work in partnership with users to identify, prioritize, and address IT needs*
- ➢ *Keep users informed of task progress and completion*
- ➢ *Proactive recommendations and information systems based options and tools focusing on user needs*

Leaders - direction
- Deputy Superintendent
- Department leadership
- Federal agencies

Expectations
- ➢ *Timely, accurate services*
- ➢ *Act ethically and professionally, as good stewards of the department's resources*
- ➢ *Reliable and secure systems*
- ➢ *Develop effective, efficient business practices to complete identified tasks and requests*
- ➢ *Cost-effective information services*
- ➢ *Provide project leadership, as required*

Partners- Collaboration
- Vendors
- Other State Departments of Education
- Local Education Agencies
- US Department of Education
- Professional Education organizations
- Alabama Board of Education
- Governor's office
- Legislature
- Other Federal and State agencies

Expectations
- ➢ *Collaboration and sharing of plans, information, goals and expectations.*
- ➢ *Accurate information and timely delivery of services.*
- ➢ *Act ethically and professionally, as good stewards of the department's resources*

WORKLOAD MEASURES

W1: # of projects/tasks/hours to support infrastructure requests.
W2: # of projects/tasks/hours to support programming/development
W3: # of helpdesk requests

KEY GOALS

G1: **Enable Decision Processes** - Enable data-driven decision processes by ensuring every section within SDE has direct and appropriate programmatic access to core information by the end of FY11.

G2: **Reduce Hours through Automation** - Reduce the average work hours required for critical reports and calculations by 50% through the automation of identified IT processes and calculations currently requiring extensive manual intervention by the end of FY10.

G3: **Standardization** - Establish and implement initial standard policies and practices for the design, development, and delivery of IT solutions by the end of FY08.

G4: **Customer Satisfaction** – Achieve and maintain internal IT customer satisfaction across SDE of 90%.

G5: **Re-engineering** - Re-engineer departmental work flow processes

STATE OF ALABAMA
DEPARTMENT OF EDUCATION— FY10 IT STRATEGIC PLAN WORKSHEET

STRENGTHS

- IT Staff's competence in network and security operations and applications
- Functional knowledge of core strategic areas within SDE (e.g., NCLB, Foundation Program, AYP)
- SDE IT infrastructure
- User involvement in setting departmental IT priorities
- Team-based culture within IS
- IT willingness and capability to monitor and keep users informed of task and initiative progress/status
- Relationships with key contacts within the LEAs.

WEAKNESSES

- Lack of adequate, qualified staffing to meet the demands of expanding IT utilization throughout the Department
- Lack of adequate staffing back-up capacity
- Pressure to address the "urgent" versus the "important"
- Size of IT project (approximately 20 work-years)
- Lack of a closed statewide education network linking all education agencies
- Lack of established service and performance metrics and benchmarks

OPPORTUNITIES

- Increased interest in and support for expanding client-server and Web-based systems across the State
- Availability of potential national benchmarks for increasing and enhancing digital government processes across education agencies
- Availability of potential national benchmarks for integrating PK to 20 longitudinal data
- Extend collaboration with other state agencies.

THREATS

- The State Merit and Personnel System lacks the flexibility and capability to effectively recruit and retain IT specialists with the skills needed to support the State's increasing dependence on client-server and Web based systems
- Impact of changing Federal reporting requirements (e.g., IDEA, EDEN)
- State procurement process threatens agencies' capability to develop and maintain consolidated, integrated, and standardized technical infrastructures

KEY GOALS, OBJECTIVES and STRATEGY

G1: **Enable Decision Processes** - Enable data-driven decision processes by ensuring every section within SDE has direct and appropriate programmatic access to core information by the end of FY12.

OBJ1: Build ACES operational database by end of FY10.
S1: Build ACES
  A. Partner with outside resources (31Oct 09)(G. Weatherly)
  B. Design ACES. (31 Dec 09)(G. Weatherly)
  C. Construct ACES. (31 May 10)(G. Weatherly)
  D. Populate ACES operational database (30 Sept 10)(G. Weatherly)

OBJ2: Complete IT activities required to ensure 10 of 30 sections have direct and appropriate programmatic access to core information by the end of FY11.

S1: Complete activities identified by the SDE IT Database/Data Mart Implementation Roadmap to ensure sections have direct and appropriate programmatic access to core information.
  A. Design supporting Data Mart and user access tools for identified sections. (D. Martel) (30 Jun 10)
  B. Construct supporting Data Mart and user access tools for identified sections. (D. Martel) (31 Jan 11)
  C. Implement supporting Data Mart and user access tools for identified sections. (D. Martel) (31 Jul 11)

G2: **Reduce Hours through Automation** - Reduce the average work hours required for critical reports and calculations by 50% through the automation of identified IT processes and calculations currently requiring extensive manual intervention by the end of FY09.

OBJ1: Reduce the average work hours required for critical reports and calculations currently requiring extensive manual intervention by 25%.
(% reduction in average work hours expended for critical reports and calculations requiring extensive manual intervention)

OBJ2: Convert 50% of critical reports and calculations from manual to automated processes.
(% of critical reports and calculations converted to automated processes)

S1: Establish accurate state enrollment process that maintains a unique public school student identifier.
- A: Research the current system to identify the flaws. (30 Nov 08)(G. Weatherly)
- B. Design, prioritize and schedule changes with vendor. (S. Crews)(28 Feb 09)
- C. Implement changes. (30 Jun 09)(S. Crews)

S2: Complete activities associated with the automation of identified IT processes and calculations currently requiring extensive manual intervention.
- A. Construct automated process for identified reports and calculations. (P. Eiland) (30 Nov 08)
- B. Implement automated process for identified reports and calculations. (P. Eiland) (31 Dec 08)

G3: **Standardization** - Establish and implement standard policies and practices for the design, development, and delivery of IT solutions by the end of FY09.

OBJ1: Complete implementation of standard policies and practices for the design, development, and delivery of IT solutions.
(% of standard policies and practices implemented)

S1: Complete implementation of standard policies and practices for the design, development, and delivery of IT solutions.

- A. Identify and prioritize remaining IT policies and practices requiring standardization. (G. Weatherly) (30 Nov 08)
- B. Develop standardized IT policies and practices for identified areas. (S. Crews) (30 Jun 09)
- C. Implement identified standardized IT policies and practices. (S. Crews) (30 Sep 09)

G4: **Customer Satisfaction** – Achieve and maintain internal IT customer satisfaction across SDE of 90%.

OBJ: Achieve IT customer satisfaction across SDE of 90% by FY09.
(% of customers rating IT services as satisfactory or better)

S1: Evaluate customer satisfaction with IT services and support to identify potential improvements.
- A. Develop satisfaction survey. (D. Martel) (31 Jan 09)
- B. Conduct survey. (S. Crews) (28 Feb 09)
- C. Analyze responses. (G. Weatherly) (30 Jun 09)
- D. Identify areas for improvement and change. (G. Weatherly) (31 Jul 09)
- E. Report results and recommendations to Steering Committee. (G. Weatherly) (31 Jul 09)
- F. Implement recommended changes. (G. Weatherly) (30 Sep 09)

S2: Improve communication and collaboration with customers and alignment with departmental leadership.

- A. Communication and collaboration with leadership (ongoing)
  1. Steering Committee- governance reporting
  2. Satisfaction surveys
- B. Communication and collaboration with customers (ongoing)
  1. Status meetings
  2. Satisfaction survey

G5: **Re-engineering** - Re-engineer departmental work flow processes

OBJ1: Complete reengineering of Teacher Certification System by 31 Dec 09.
OBJ2: Complete reengineering of 3 "quick wins" by 30 Sept 10.

S1: Complete Teacher Certification System as proof of concept
- A. Partner with outside resources (31 Mar 09)(C. Sullivan)
- B. Design Teacher Certification System. (31 Dec 08)(C. Sullivan)
- C. Construct Teacher Certification System. (30 Sept 09)(C. Sullivan)
- D. Populate Teacher Certification System database (30 Sept 09)(C. Sullivan)
- E. Implement Teacher Certification System (31 Dec 09) (C. Sullivan)

S2: Complete "quick win" projects
- A. Identify potential targets
- B. Propose to Steering Committee
- C. Execute & monitor reengineered projects

CRITICAL ISSUES

INTERNAL

IC1: **Outsource** - Due to the inability to adequately fill vacant IT positions, obtain alternative resources with the skills and capability needed to meet projected demands (G1,G2)

S1: Contract resources needed to accomplish identified goals. (G1,G2)
  A. Identify personnel resource requirements. (G. Weatherly) (ongoing)
  B. Create statements of work addressing identified needs. (D. Martel) (ongoing)
  C. Obtain approval for contract(s). (G. Weatherly) (ongoing)
  D. Secure contract resources. (G. Weatherly) (ongoing)

EXTERNAL

EC1: **Collaborate with State Personnel** - State Personnel Department must work with the Department to increase the capability of the State Merit and Personnel System to recruit and retain qualified IT specialists by ensuring registers reflect the skills needed to support client-server and Web-based environments, creating targeted compensation levels competitive with private industry, and removing classification restrictions impacting the number and types of personnel a department can hire. (G1, G2)

S1: Work with Superintendent and the State Personnel Department to increase the capability of the State Merit and Personnel System to recruit and retain qualified IT specialists by ensuring registers reflect the skills needed to support client-server and Web-based environments, creating targeted compensation levels competitive with private industry, and removing classification restrictions impacting the number and types of personnel a department can hire. (G1,G2)
  A. Work with Superintendent to identify limitations of the State Merit and Personnel System to recruit and retain qualified IT specialists. (G. Weatherly) (31 Oct 09)
  B. Provide required support to Superintendent for discussing and resolving identified issues. (G. Weatherly) (30 Sept 10)